

Office of Intergovernmental Relations

FY09 Performance Plan – as revised 1/14/09

Contribution to Montgomery County Results

A Responsive and Accountable County Government
 Affordable Housing in an Inclusive Community
 An Effective and Efficient Transportation Network
 Children Prepared to Live and Learn
 Healthy and Sustainable Communities
 Safe Streets and Secure Neighborhoods
 A Strong and Vibrant Economy
 Vital Living for all of Our Residents

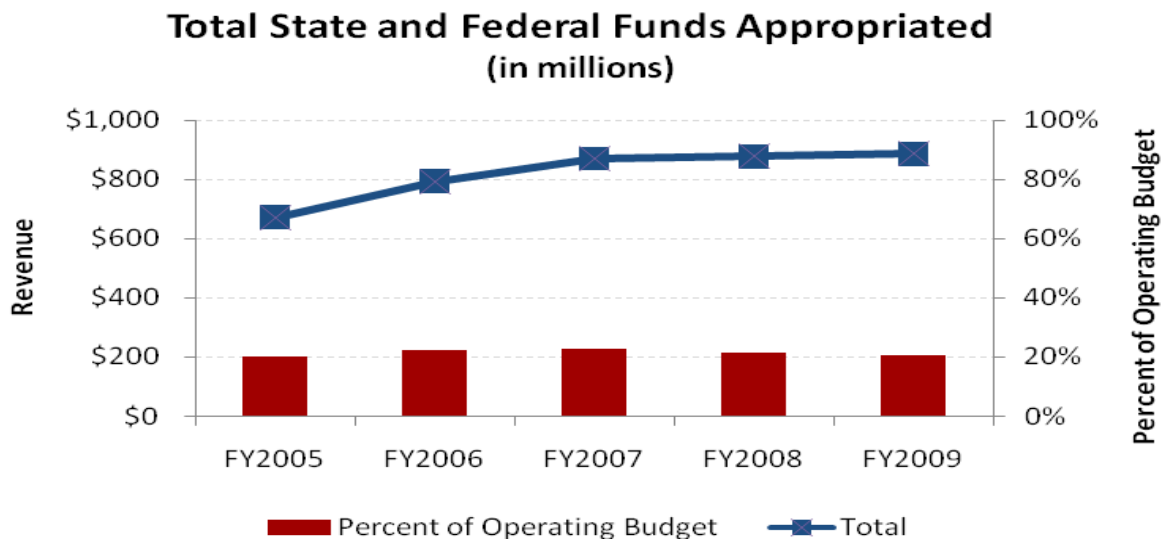
The Office of Intergovernmental Relations, through its State, Federal, and local advocacy efforts, helps support all of the Montgomery County results.

Contribution of IGR

What IGR Does and for Whom		
	State	Federal*
Overall: Represent County interests at municipal, regional, state, and federal levels	FY09 Budget: \$657,488 4.15 WY	\$252,221 1.25 WY
Remove Impediments Work within the legislative process to remove financial and statutory barriers that create impediments to achieving Montgomery County Results	\$253,433 1.55 WYs	\$90,799 0.45 WY
Program Preparation Prepare and shepherd the annual state legislative program and the annual federal priorities request through the process	\$212,558 1.3 WYs	\$80,711 0.4 WY
Liaison Serve as liaison with state government, the County's state delegation, and Congressional staff	\$212,558 1.3 WYs	\$80,711 0.4 WY

Performance

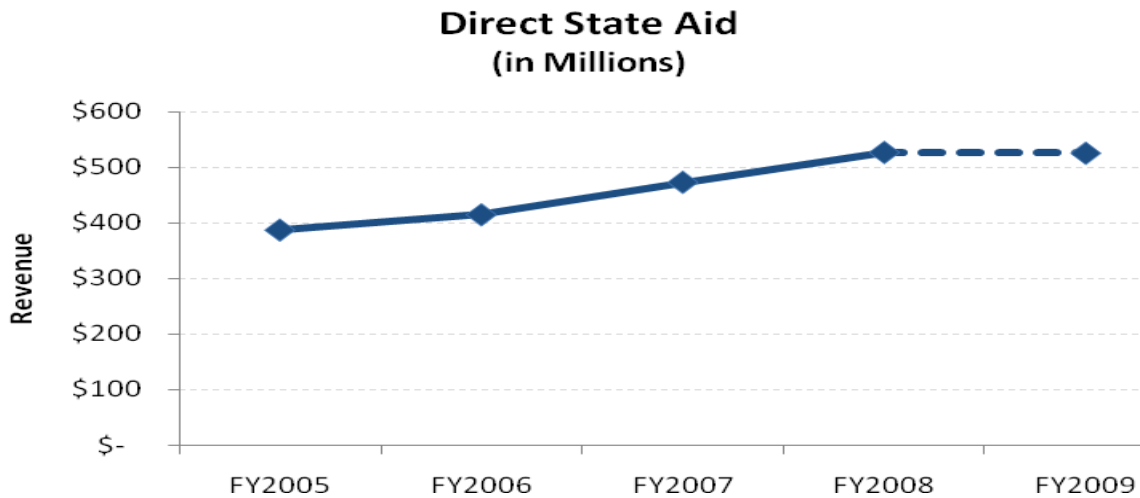
Measure 1: Percent of Operating Budget State and Federal Funds



Measure 1 shows the proportion of Montgomery County's operating budget supported by revenues provided from specific State and Federal sources, as described below. IGR's goal is to increase the percentage of the County's operating budget supported by State and Federal dollars.

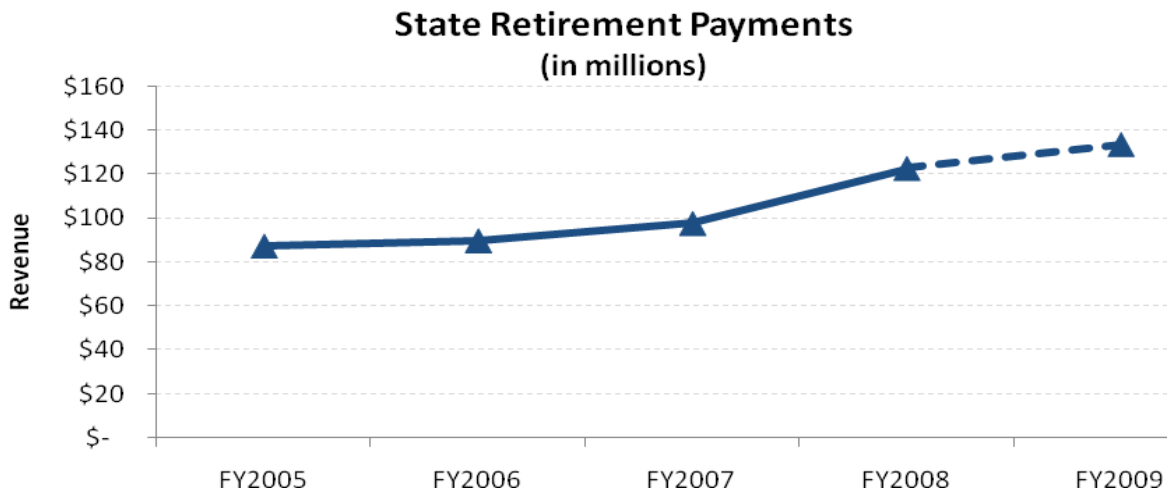
Sub-measure 1: Direct State Aid

IGR will track Direct State Aid, which is provided to help support the operating costs for locally delivered services and programs. Direct State Aid is comprised mainly of public K-12 education aid, which is allocated based on wealth.



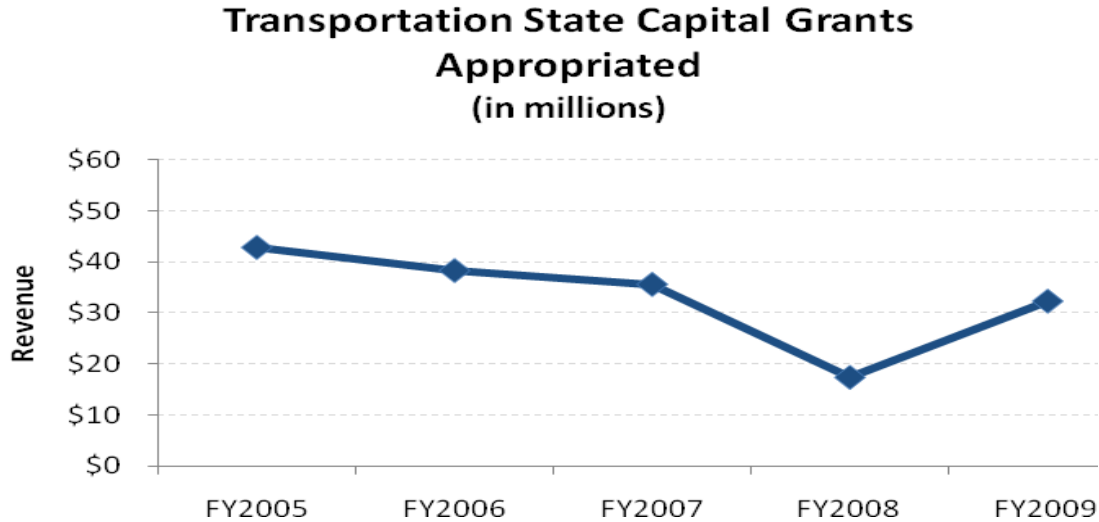
Sub-measure 2: State Retirement Payments

IGR will track State retirement payments made on behalf of public K-12 teachers and certain community college faculty. Retirement payments are calculated by applying the State's annual pension contribution rate to the eligible salary base.



Sub-measure 3: State Capital Grants, Transportation

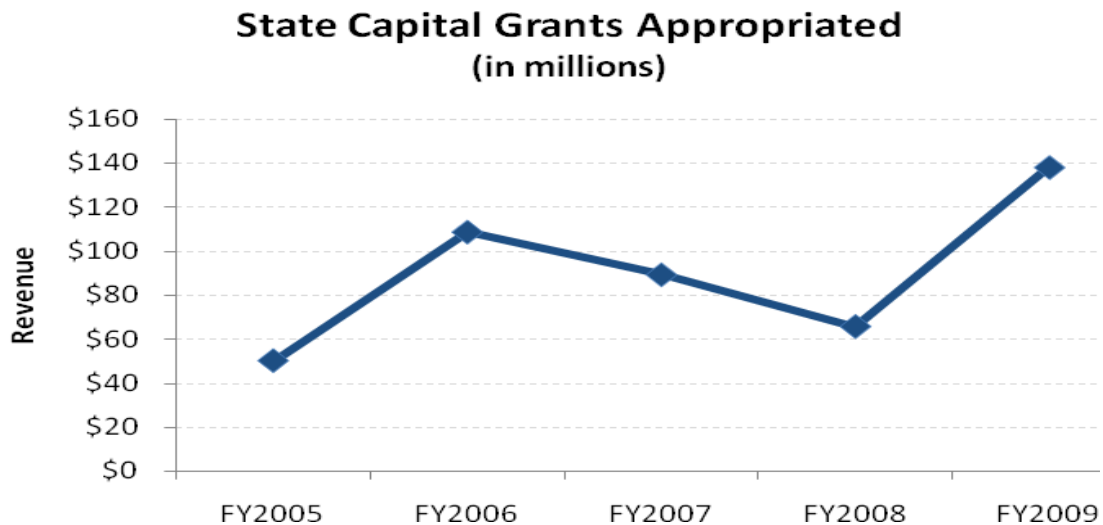
IGR will track State Capital Grants for Transportation projects located in Montgomery County, not including funds for projects considered of regional significance, such as the ICC or Purple Line.



Sub-measure 4: State Capital Grants, Other

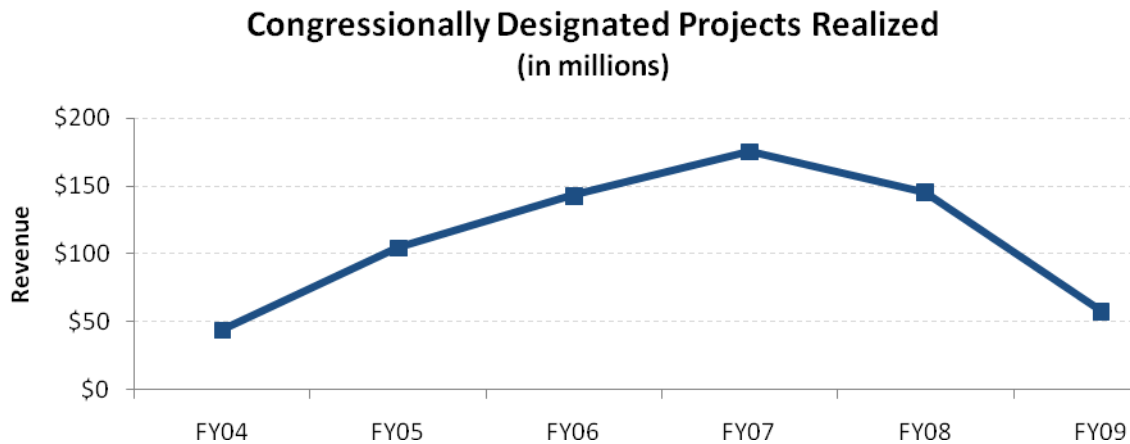
IGR will track State Capital Grants for non-transportation-related projects located in Montgomery County, including grants for public school construction, higher education facilities, mental health facilities, environmental and natural resources projects, and local community initiatives. This does not include transportation.

Note: This does not include transportation.



Sub-measure 5: Federal Congressionally Designated Projects

IGR will track Federally Congressionally Designated Projects (CDPs), which are Federal discretionary funds allocated for a project or a program in Montgomery County by a specific member of Congress.



Submeasure 5 shows by Federal Fiscal Year the value of CDPs realized. Congress adopted Continuing Resolutions for fiscal years 2007 and 2009 which effectively funded federal programs at the previous year's level. All earmarks were eliminated from those years with few exceptions, including appropriations for FDA/White Oak consolidation, low-income energy assistance, and disaster assistance.

The Story Behind the Performance (Measure 1):

Contributing Factors:

- Experienced, skilled, and well connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State and Federal levels
- A County Executive, County Council, and departmental and agency staff who regularly partner with the IGR to promote the County's agenda at the State and Federal levels
- The State's largest delegation, including members holding key leadership positions in the Maryland General Assembly
- A responsive Congressional Delegation, including members holding leadership positions in Congress

Restricting Factors:

Lack of access to the most current information during the State legislative session prevents strategies from being adjusted quickly

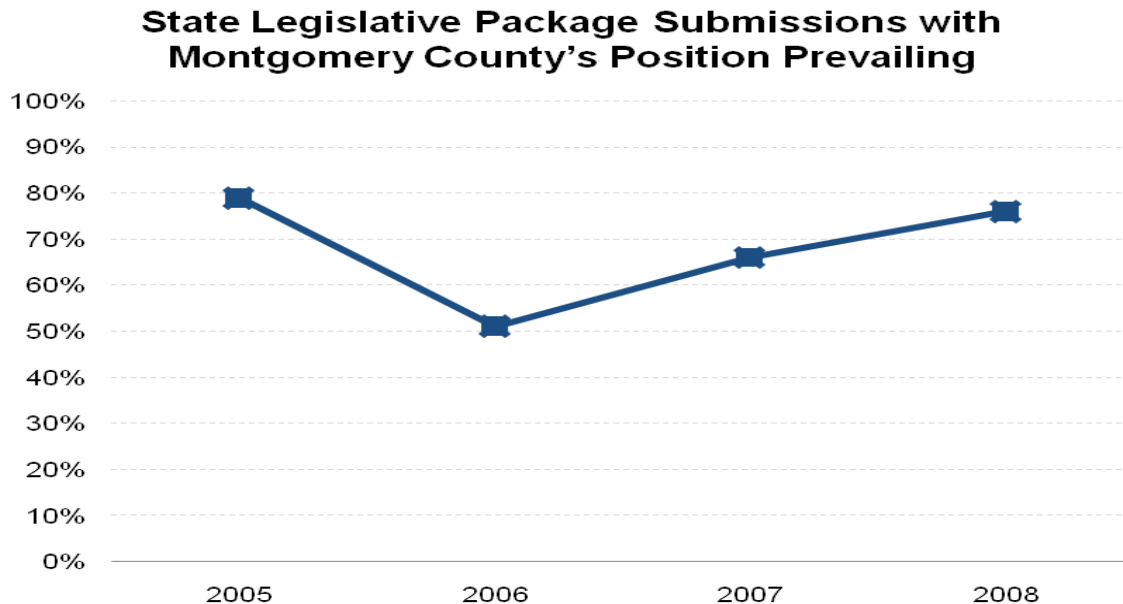
- County Executive and the County Council may have differing objectives
- Perception of Montgomery County as wealthy and insular
- Current fiscal climate restricts the State's ability to allocate additional resources
- Increasing competition for diminishing resources at the Federal level
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions

- Predisposition of some State Delegation members to support fiscal policies that may not be in the County's best interest
- Little control over certain variables that drive formula funds, such as K-12 enrollment, vehicle registrations, etc.
- A process for developing Federal priorities, which include CDPs, results in a lengthy list of items that may be unrealistic to attain

What We Propose to Do to Improve Performance

- Provide the State and Congressional Delegations with information about the projects and programs that are important to Montgomery County in a clearer more concise and frequent manner.
- Identify potential allies within and outside of the County to strengthen messages and broaden the base of support for funding priorities.
- Work to improve communications and resource allocations with the County Executive and his staff so that efforts are maximized.
- Reestablish a strong working relationship with the Governor's Washington office.
- Improve the template for tracking Federal appropriations.
- Communicate preliminary Congressional actions with the County Executive and Council instead of final actions only.
- Actively participate in the Washington region COG State and Federal lobbying group.
- Involve the Office's federal coordinator in the meetings of the BRAC Implementation Committee so that the County's BRAC coordinator had additional Federal resources to tap.
- Reestablish strong connections to NACO, involve the Office's federal coordinator in regular NACO legislative staff briefings, and work to expand contacts at the NACO conventions
- Attend American Lobbying Group workshops to improve strategic development, Federal process knowledge, and broaden Federal lobbying contacts
- Support hiring outside consultants to help identify Federal opportunities, to assist in strategic development, and to broaden Federal contacts.
- Continue to reach out to new Congressional Delegation member staff (Congresswoman Edwards) to begin developing a strong working relationship with the new office.
- Convene more frequent meetings to discuss where issues stand at the State and Federal levels and to determine courses of action, and after final actions are taken, to debrief about what went well, what didn't, and what lessons can be learned from the experience.
- Understand the new Federal Administration's priorities and players through research and one on one contacts.

Measure 2: Percent of State Legislative Package Where IGR Position Prevailed



Measure 2 Shows the percentage of those bills affecting only Montgomery County, introduced on behalf of the County and by members of the State Delegation, where the County's position prevailed, relative to the number of bills introduced in a given year. IGR's goal is to maximize the number of times the County's position prevailed.

The Story Behind the Performance (Measure 2)

Contributing Factors:

- Experienced, skilled, and well connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State level
- A County Executive, County Council, and departmental and agency staff who regularly partner with the IGR to promote the County's agenda at the State level
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Restricting Factors:

- County Executive and the County Council may have differing objectives.
- Perception of Montgomery County as wealthy and insular
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions.

- Predisposition of some State Delegation members to support policies that may not be in the County's best interest

What We Propose to Do to Improve Performance

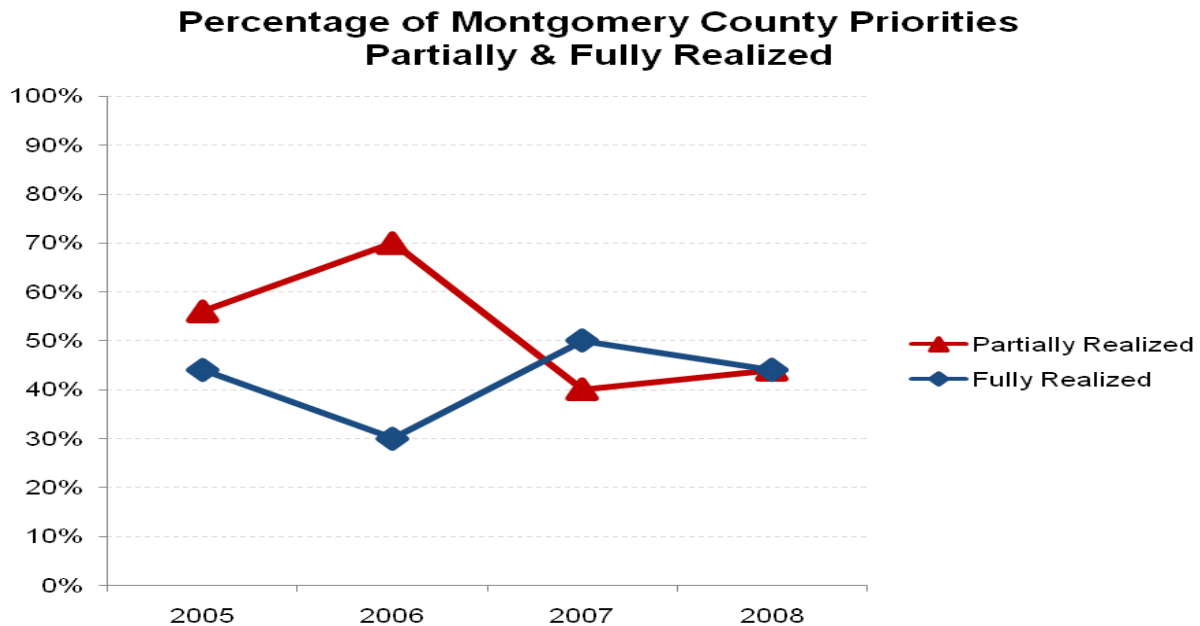
More aggressively pursue the County's positions, via one-on-one contacts..

More aggressively pursue action on bills that have not been voted upon, particularly late in the Session. Continue to encourage staff collaboration by reinforcing open door 24 / 7 policies combined with formal staff meetings.

After the session concludes, debrief with staff, Delegation members, and other lobbyists to determine what strategies worked and to review what was learned.

Continue to nurture relationships with present decision makers and those IGR identifies as future decision makers.

Measure 3: Percent of State Priorities Partially or Fully Realized



Measure 3 shows the percentage of Montgomery County State priorities, fiscal and policy, that were either fully or partially realized relative to the number of priorities advanced in a given year. IGR's goal is to maximize the percentage of priorities fully realized.

The Story Behind the Performance (Measure 3)

Contributing Factors:

- Experienced, skilled, and well connected staff committed to achieving results.
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State level
- The County Executive, County Council, departmental, and agency staff regularly partner with the IGR to promote the County's agenda at the State level

Restricting Factors:

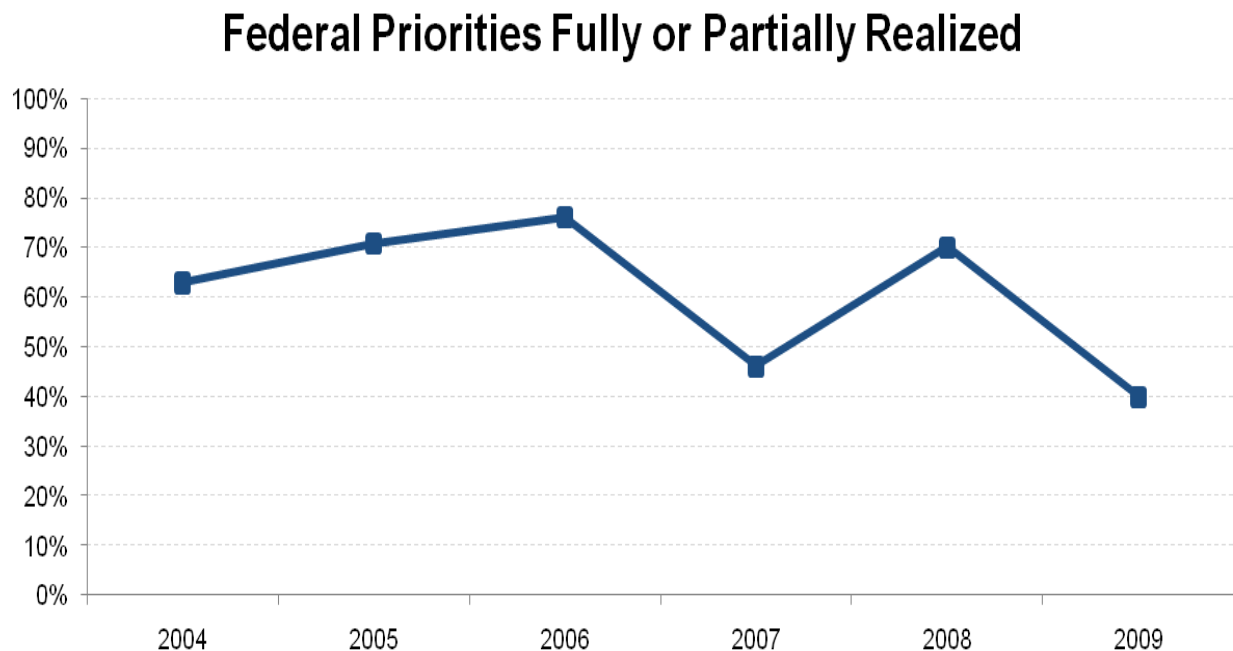
- Lack of access to the most current information during the State legislative session prevents strategies from being adjusted quickly
- County Executive and the County Council may have differing objectives.
- Perception of Montgomery County as wealthy and insular
- Current fiscal climate restricts the State's ability to allocate additional resources.
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions
- Predisposition of some State Delegation members to support policies that may not be in the County's best interest

What We Propose to Do to Improve Performance

- Schedule standing meetings with the County Executive prior to each weekly Council meeting to share information and to discuss strategies to increase involvement of the County Executive relative to the Council.
- Request that the House Delegation chair allot time on each Delegation meeting agenda to allow the Office to highlight key County priorities to reinforce the "big picture."
- Continue to work with the County Department of Health and Human Services (HHS) to improve coverage of HHS issues.
- Continue to work to obtain agreement on a targeted well defined list of State priorities that could y be easily communicated to the State Delegation and other stakeholders.
- Continue to encourage staff collaboration by reinforcing open door 24 / 7 policies combined with formal staff meetings.
- Continue to identify potential allies within and outside of the County to broaden the base of support for County priorities.
- After the session concludes, debrief with staff, Delegation members, and other lobbyists to determine what strategies worked and to review what was learned.
- Continue to nurture relationships with present decision makers and those identified by IGR as future decision makers.
- Continue to work with County Executive office and Public Information Office staff to avoid working in isolation and improve communication flow.
 - Seek out reviews from the Delegation chairs relative to the Office's strengths and weaknesses.
 - Accept all speaking invitations and other opportunities to help advance the County's agenda, develop new contacts, and elevate awareness of the Office.

Measure 4: Percent of Federal Priorities Fully or Partially Realized

Note: Congress adopted Continuing Resolutions for fiscal years 2007 and 2009 which effectively funded federal programs at the previous year's level. All earmarks were eliminated from those years with few exceptions including appropriations for FDA/White Oak consolidation, low-income energy assistance, and disaster assistance.



Measure 4 shows the percentage of Montgomery County Federal priorities, fiscal and policy, that were either fully or partially realized relative to the number of priorities advanced in a given year. IGR's goal is to maximize the percentage of priorities fully realized.

The Story Behind the Performance (Measure 4)

Contributing Factors:

- Experienced, skilled, and well connected staff committed to achieving results
- The County Executive, County Council, departmental, and agency staff regularly partner with the Office of Intergovernmental Relations to promote the County's agenda at the Federal level
- Responsive Congressional Delegation
- Several Congressional Delegation members hold leadership posts

Restricting Factors:

- Perception of Montgomery County as wealthy and insular
- Increasing competition for diminishing resources at the Federal level
- The process for developing the federal priorities submission results in a lengthy list which includes items that may be unrealistic to attain

What We Propose to Do to Improve Performance

- Work to obtain agreement on a more targeted well defined list of Federal priorities that could easily be communicated to the Congressional Delegation and other stakeholders.
- Work to improve 2nd Floor relationships to better understand expectations, improve communications, and maximize efforts.
- Reestablish a strong working relationship with the Governor's Washington office.
- Improve the template for tracking the appropriations process.
- Communicate preliminary Congressional actions with the County Executive and Council instead of final actions only.
- Actively participate in the Washington region COG State and Federal lobbying group.
- Involve the Office's federal coordinator in the meetings of the BRAC Implementation Committee so that the County's BRAC coordinator had additional Federal resources to tap.
- Reestablish strong connections to NACO, involved the Office's federal coordinator in regular NACO legislative staff briefings, and worked to expand contacts at the NACO conventions in Richmond and Kansas City.
- Attend American Lobbying Group workshops to improve strategic development, Federal process knowledge, and broaden Federal lobbying contacts.
- Participate in Ferguson Group Climate Communities weekly conference calls.
- Improve access to most current information by obtaining a subscription to Roll Call.
- Support hiring outside consultants to help identify Federal opportunities, to assist in strategic development, and to broaden Federal contacts.
- Continue to reach out to new Congressional Delegation member staff (Congresswoman Edwards) to begin developing a strong working relationship with the new office.
- Convene more frequent meetings to discuss where issues stand and courses of action, and after final actions are taken, to debrief about what went well, what didn't, and what lessons can be learned from the experience.
- Understand the new Administration's priorities and players through research and one on one contacts.

Implementation Schedule

In FY 2009

- September 2008: Finalize the State legislative package
- October 2008: Review Local and Bi-County Legislation
Finalize the State priorities
- November 2008: MDOT Road Show
Delegation Priorities Hearing
- December 2008: Local and Bi-County Delegation Hearings
- January 2009: MACO Winter Conference
State Legislature convenes
Finalize Federal priorities
Daily/weekly strategy meetings
- February 2009: Present Federal priorities to CODEL staff
Daily/weekly strategy meetings
- March 2009: State budget passes
Daily/weekly strategy meetings
- April 2009: Daily/weekly strategy meetings
State Legislature adjourns
Staff “Session debriefing” meetings
Internal / External Session reviews
- June 2009: Begin soliciting executive agency input on a State legislative package

In FY 2010

- July 2009: NACO Conference
Federal appropriations bills pass
- August 2009: Finalize State legislative package

Data Development Agenda

Limit the data set to key State and Federal priorities (fiscal and policy), including key issues that were not anticipated, for the purpose of placing a greater emphasis on and accountability for the outcomes on those items.

Partnerships & Collaborations

As an advocacy organization, OIR networks, partners, and collaborates with all organizations that may have like interests or information that would allow us to advance our agenda. A listing of the organizations we work with follows:

- Maryland Association of Counties
- National Association of Counties
- Maryland Municipal League
- National Conference of State Legislators
- Maryland Government Relations Association
- Maryland Nonprofits Association
- Maryland Education Coalition
- Universities at Shady Grove Government Affairs Committee
- Maryland High Tech Council
- Maryland Chamber of Commerce
- Greater Washington Board of Trade
- Montgomery Chamber of Commerce
- Greater Baltimore Committee
- Fairfax County, Virginia
- Metropolitan Washington Council of Governments
- Committee for Montgomery
- Montgomery County Mental Health Association
- Maryland Government Relations Association
- American League of Lobbyists
- Washington Linkages Group
- Eastern States Legislative Fiscal Officers Association
- Maryland Hospital Association
- Adventist Hospital
- Johns Hopkins
- Ferguson Group
- Holland & Knight
- Venable LLP
- Gordon Feinblatt
- Johns Hopkins

In addition, we work closely to develop appropriate advocacy strategies with County agencies that are affected by legislation or other State or Federal policy changes.